

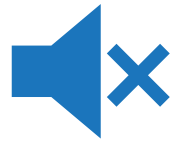


Health Planning
Council OF NORTHEAST
FLORIDA

ANNUAL PUBLIC HEALTH SERVICE REVIEW MEETING

MAY 2026

HOUSEKEEPING



Mute microphones: Virtual participants will be automatically muted to limit background noise



Please ask any questions in the chat or email Charles_Roy@hpcnef.org



If possible, please turn your cameras on

PURPOSE

This public meeting will review the quality and effectiveness of services provided by the Health Planning Council of Northeast Florida. This meeting is aligned with our contract with the Florida Department of Health.

AGENDA

- Local Health Planning in Florida
- Service Area
- Mission, Vision, and Values
- Leadership
- Board of Directors
- Staff
- Balanced Scorecard
- Services
- Current Programs
- County Health Profiles
- Feedback Poll
- Contact Info

LOCAL HEALTH PLANNING IN FLORIDA

- 11 regional health planning agencies established in 1982
- Authorized and guided by state statute (F.S. 408.033)
- Independent 501(c)(3) non-profit corporations
- Board of Directors appointed by local county government(s)
- Core funding from Florida Department of Health
- Reporting accountability to Florida Agency for Health Care Administration (AHCA)
- Adapt to local/regional needs and expand programs and funding as appropriate (*grants, contracts, fees for services*)

LOCAL HEALTH PLANNING IN FLORIDA

“Local health councils identify and meet government, industry, and community-based organization needs for new services”



Health planning



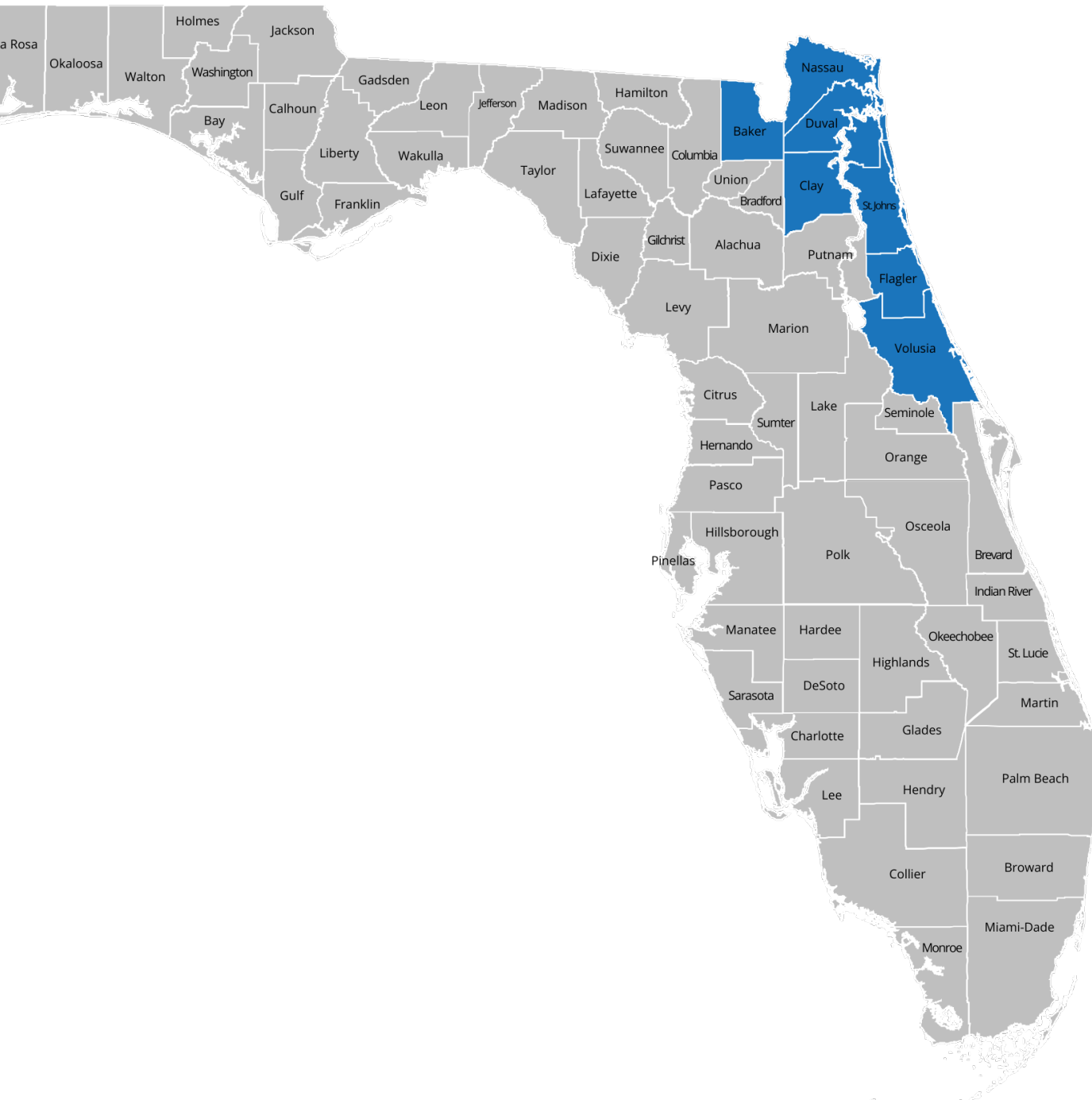
Data analysis



Program
evaluation



Support for
regional planning
organizations



SERVICE AREA

- Baker County
- Clay County
- Duval County
- Flagler County
- Nassau County
- St. Johns County
- Volusia County

MISSION

To improve health outcomes by serving as the source for health information, analysis, and planning in Northeast Florida.

VISION

Northeast Florida will become the healthiest region in the state through evidence-based assessment, data, and planning.

VALUES

- Collaboration
- Excellence
- Integrity
- Leadership
- Objectivity

BOARD OF DIRECTORS

- 12 executive-level volunteers
- Seats determined by county population
- Categories
 - Provider
 - Purchaser
 - Consumer

LEADERSHIP



Susan Grich
President & CEO



Kathy Harrison
Director of Finance & HR



Charles Roy
Director of Grants & Contracts

STAFF

- Health Planners
- Program Managers
- Grants Administrator
- Human Resources Coordinator
- Accountants
- Social Media Manager
- Data Analyst
- Outreach Specialists

BALANCED SCORECARD



High-Quality Programs & Services

- ✓ Maintain high quality of services across programs
- ✓ Maintain and expand existing awards; expand new opportunities
- ✓ Communicate health information about District 4



Well-Functioning Organization

- ✓ Demonstrate high rate of employee satisfaction
- ✓ Maintain professional and qualified workforce



Financial Sustainability

- ✓ Proposed income realized
- ✓ Maintain healthy financial statements

SERVICES



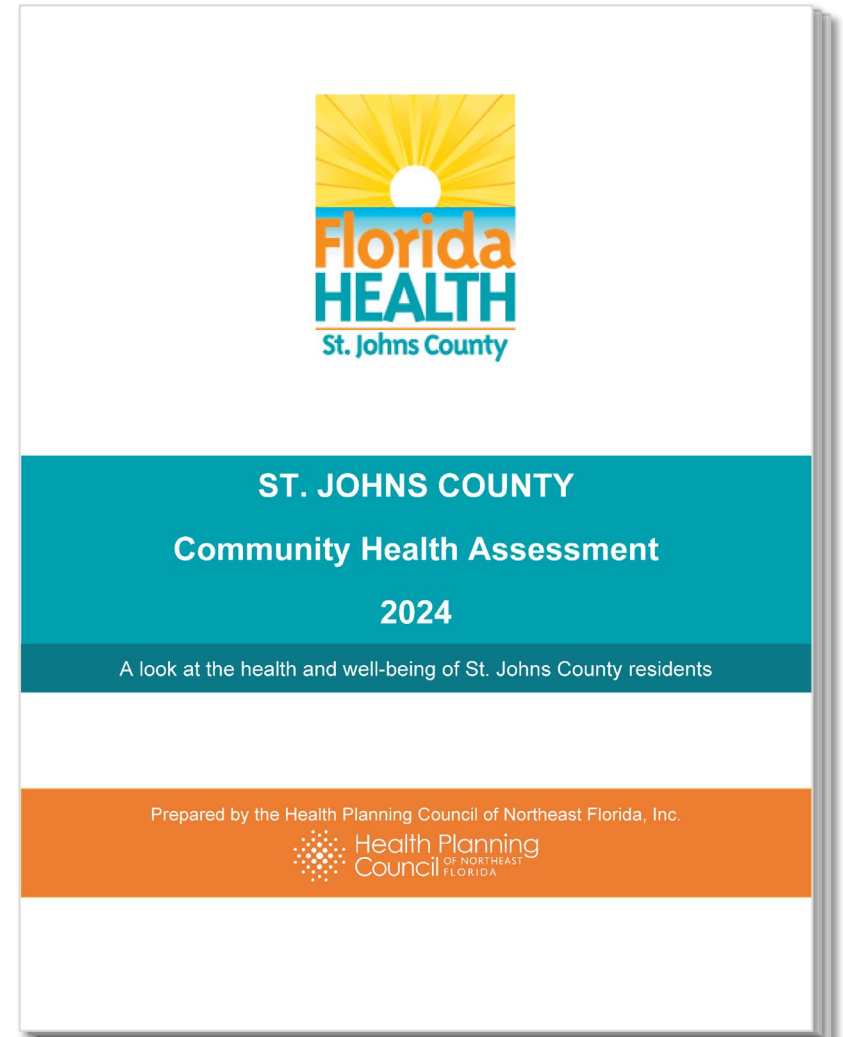
HEALTH NEEDS ASSESSMENTS & REPORTS

COMMUNITY HEALTH ASSESSMENTS (CHA)

- Identify priority community health and quality of life issues
- Staff trained to implement new MAPP 2.0 methodology

Clients

- DOH-St. Johns County
- DOH-Clay County
- DOH-Baker County & Ed Fraser Memorial Hospital
- DOH-Jackson County (North Florida Health Councils Consortium)

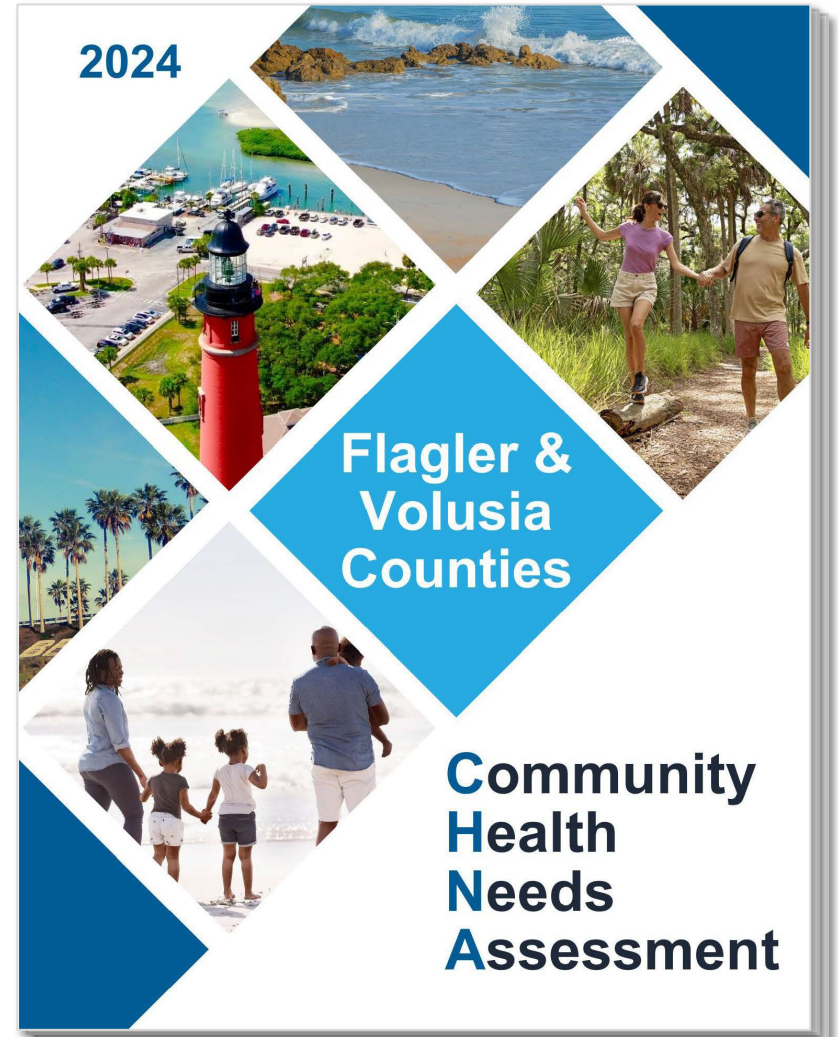


COMMUNITY HEALTH NEEDS ASSESSMENTS (CHNA)

- Non-profit hospitals for populations they serve
- Identify, analyze, prioritize health needs

Clients

- DOH-Volusia, DOH-Flagler, AdventHealth, Flagler Cares, One Voice for Volusia, Halifax Health
- Jacksonville Nonprofit Hospital Partnership (JNHP):
 - Ascension St. Vincent's, Baptist Medical Center, Brooks Rehabilitation, Mayo Clinic Florida, UF Health, Wolfson Children's Hospital

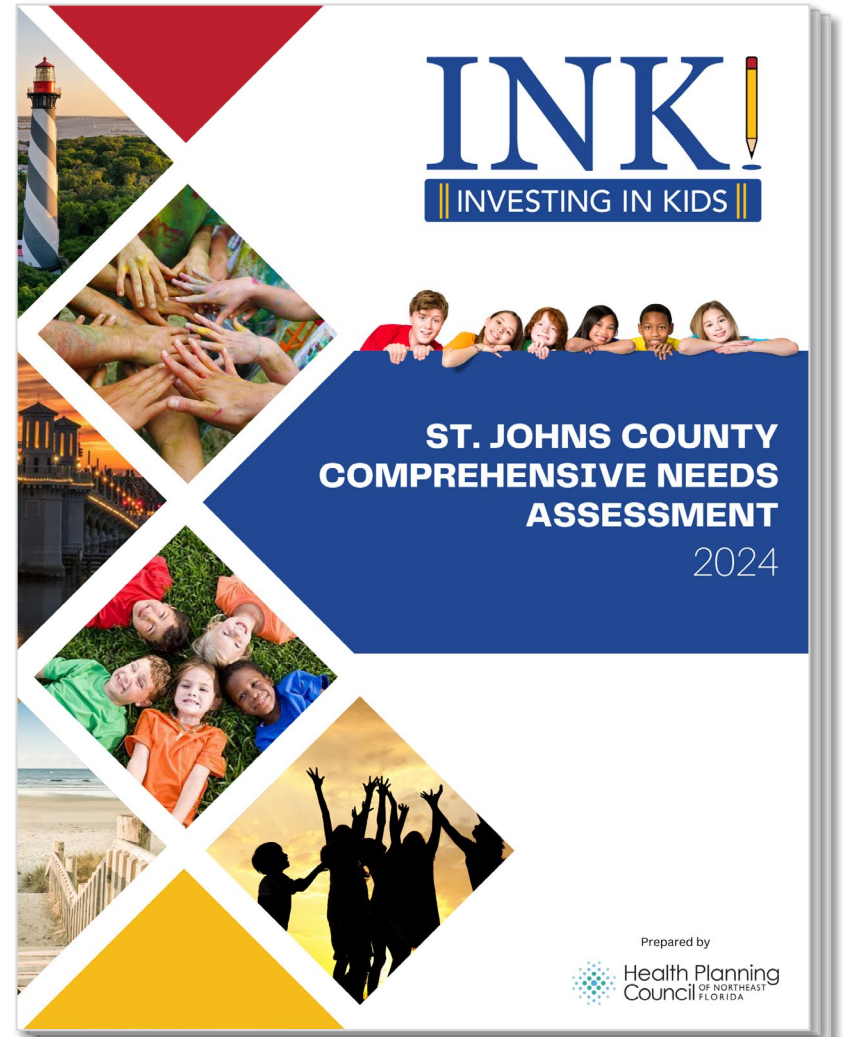


COMMUNITY/ORGANIZATIONAL NEEDS ASSESSMENTS

- Determine health status and needs of a community served
 - Specific area of health in one or more counties
- Determines needs and capabilities, identify areas for improvement
- Report types can be combined

Clients

- Investing in Kids – St. Johns (INK!)
- Agape Family Health
- DOH-Flagler County
- ElderSource
- River Region Human Services
- Starting Point Behavioral Healthcare



MORE ASSESSMENTS & REPORTS

County Health Improvement Plans (CHIP)

- County-level, multi-year after CHA
- Usually 3–5 years

Protocol for Assessing Community Excellence in Environmental Health (PACE EH)

- Analyzes environmental health of a community
- Plan to address issues and create improvements

Health Equity (HE) Plans

- Roadmap to develop and enhance strategies
- Addresses social determinants of health

MORE ASSESSMENTS & REPORTS

Disparity Impact Statement (DIS)

- SAMHSA grant deliverable
- Part of data-driven QI approach to advance health equity for all
- References 3 aspects of equity: access, use, and outcomes

Health Impact Assessment (HIA)

- Influence project, program, or policy decisions by evaluating their potential health impacts
- Cross-sector approach to practical recommendations

FISCAL ADMINISTRATION

- Administrative, operational, financial management
- Fiscal intermediary between contracted organizations

Clients

- DOH-Flagler County
- DOH-Volusia County
- Florida Blue Foundation
- St. Johns River Rural Health Network



COMMUNITY OUTREACH

- Engage and connect with community
- Lead focus groups
- Facilitate community surveys
- Conduct key stakeholder interviews

Clients

- DOH-Clay County
- DOH-Nassau County
- Nassau County Board of Commissioners



PROGRAM MANAGEMENT

- Federal, state, private contracts and grants
- Program compliance, oversight, reporting, evaluation

Clients

- Treasure Coast Health Council
- Clay County Government
- University of Florida
- City of Jacksonville
- Jacksonville Nonprofit Hospital Partnership



STRATEGIC PLANNING

- Guide organizations to define goals, allocate resources
- Comprehensive blueprint for future

Clients

- The Way Free Medical Clinic
- Northeast Florida Healthy Start Coalition



EVALUATION SERVICES

- Understand what's working, meet reporting requirements, and strengthen project impact
- Track progress, measure results, and use data to guide smarter decisions

Clients

- Baker Prevention Coalition
- EPIC Behavioral Healthcare
- DOH-Baker County
- DOH-Clay County



PUBLIC HEALTH TRAINING

- Development and delivery of education
- Materials and training for cross-sector organizations

Clients

- Starting Point Behavioral Healthcare
- University of Florida
- Florida Department of Transportation
- City of Jacksonville
- Boys & Girls Clubs of Volusia/Flagler Counties
- The NASCAR Foundation
- Rotary Club of Fleming Island



GRANT WRITING

- Identify funding prospects, compile essential documentation, design programs, coordinate potential partners
- Experience with federal and private grants
- Proven history of accomplishments
- Awarded \$2M in federal grants since 2019

Funders

- Health Resources & Services Administration (HRSA)
- Substance Abuse & Mental Health Services Administration (SAMHSA)
- AIDS United



DATA COLLECTION

Hospital Utilization Reports

- Collect and report stats like hospital inpatient stays, emergency department visits, ambulatory surgeries
- As of June 2021, AHCA no longer requires quarterly reports

Subscribers include:

- DOH-Nassau County
- AdventHealth
- Ascension
- Emergency Resource Group
- NHS Management, LLC
- Baptist Medical Center
- And many others...

Health Planning Council of Florida

HEALTH PLANNING COUNCIL OF NORTHEAST FLORIDA, INC.

EMERGENCY DEPARTMENT UTILIZATION REPORT - Sample Month 2024

HOSPITALS	TOTAL PATIENTS				RESCUE/AMBULANCE PATIENTS		RESCUE/AMBULANCE ADMISSIONS				
	TOTAL PATIENTS TO E.D.*	E.D. PATIENTS ADMITTED AS INPATIENTS	%	ADMITTED TO E.D. AND DISCHARGED	%	ARRIVED BY RESCUE	ARRIVED BY AMBULANCE	TOTAL RESCUE AMBULANCE	RESCUE PATIENTS	AMBULANCE PATIENTS	TOTAL RESCUE AMBULANCE
Duval Hospital 1	3,200	1,300	40.6%	1,500	89.4%	1,300		1,300			1,300
Duval Hospital 2	3,800	600	15.8%	3,100	81.6%	600		600			600
Duval Hospital 3	2,700	600	22.2%	2,100	77.8%	600		600			600
Duval Hospital 4	5,900	1,200	20.3%	4,700	79.7%	1,300		1,300			1,300
Duval Hospital 5	3,800	100	2.6%	3,700	97.4%	200		200			200
Duval Hospital 6	4,600	300	6.5%	4,300	93.5%	700		700			700
Duval Hospital 7	3,600	100	2.8%	3,500	97.2%	400		400			400
Duval Hospital 8	3,700	1,200	32.4%	2,500	67.6%	800	300	800			800
Duval Hospital 9	5,700	1,400	24.6%	4,300	75.4%	1,000	300	1,200	500	200	1,700
Duval Hospital 10	1,300	100	7.7%	1,200	92.3%			0			0
Duval Hospital 11	800	0	0.0%	800	100.0%			0			0
Duval Hospital 12	600	0	0.0%	600	100.0%			0			0
Duval Hospital 13	2,600	100	3.8%	2,500	96.2%	100		100			100
Duval Hospital 14	3,000	100	3.3%	2,900	96.7%	100		100			100
Duval Hospital 15	3,200	200	6.3%	3,000	93.8%	500		500	200		700
Duval Hospital 16	3,200	1,100	34.4%	2,100	65.6%	800		800	800		1,600
Duval Hospital 17	2,100	100	4.8%	2,000	95.2%	100		100	100		200
Duval Hospital 18	1,600	100	6.3%	1,500	93.8%	100		100			100
Duval Hospital 19	6,200	1,600	25.8%	4,600	74.2%	1,800		1,800	700		2,500
Duval Hospital 20	4,300	800	18.6%	3,500	81.4%	400		400	200		600
Duval Hospital 21	600	100	16.7%	500	83.3%			0			0
Duval Hospital 22	700	100	14.3%	600	85.7%	100		100			100
Duval Hospital 23	600	100	16.7%	500	83.3%			0			0
Duval Sub-Total	97,200	11,800	12.1%	85,400	87.9%	10,200	500	10,800	2,200	200	4,400
Volusia Hospital 1	4,100	2,100	51.2%	2,000	48.8%			1,000			1,000
Volusia Hospital 2	2,000	500	25.0%	1,500	75.0%			500			500
Volusia Hospital 3	6,000	1,000	16.7%	5,000	83.3%			2,000			2,000
Volusia Hospital 4	1,800	440	24.4%	1,360	75.6%			160			160
Volusia Hospital 5	1,750	260	14.9%	1,490	85.1%			70			70
Volusia Hospital 6	6,000	1,300	21.7%	4,700	78.3%			1,100			1,100
Volusia Hospital 7											
Volusia Hospital 8	4,000	800	20.0%	3,200	80.0%			700			700
Volusia Hospital 9	2,000	0	0.0%	2,000	100.0%			0			0
Volusia Hospital 10	2,000	0	0.0%	2,000	100.0%			0			0
Volusia Sub-Total	28,150	8,000	28.4%	20,150	71.6%	0	0	6,800	0	0	2,240
Clay Hospital 1	3,700	1,300	35.1%	2,400	64.9%	800	160	960	490	130	1,100
Clay Hospital 2	3,000	400	13.3%	2,600	86.7%	610	0	610			610
Clay Hospital 3	2,800	780	27.9%	2,020	72.1%	640		640	200		840
Clay Sub-Total	9,500	2,480	26.1%	7,020	74.9%	1,050	160	2,210	790	130	2,320
St. Johns Hospital 1	150	15	10.0%	135	90.0%	0	0	0	0	0	0
St. Johns Hospital 2	370	10	2.7%	360	97.3%	2	0	2	0	0	2
St. Johns Hospital 3	1,850	240	13.0%	1,610	87.0%	240	0	240	150	0	390
St. Johns Sub-Total	2,370	265	11.2%	2,105	88.8%	242	0	242	150	0	392
Hospital 1	1,000	25	2.5%	975	97.5%	140		140	35		175
Hospital 2	2,700	430	15.9%	2,270	84.1%			480			480
Hospital 3	2,600	650	25.0%	1,950	75.0%			640			640
Hospital 4	2,000	300	15.0%	1,700	85.0%	430	0	430	185		615
District W Total	115,170	23,820	20.7%	91,350	79.3%	12,840	660	21,620	3,185	330	10,800

DATA COLLECTION

Nursing Home Utilization Reports

- Reporting requirement to AHCA
- Stats like length of stay, Medicare days, etc.
- Available on website

DISTRICT NURSING HOME UTILIZATION

Report Period: 10/1/2012 - 9/30/2013

Report Date: 10/1/2013

Page 1 of 1

Facility Name	Location	Admissions	Discharges	Transfers	Deaths	Length of Stay (LOS)	Medicare Days	Medicaid Days	Private Pay Days
1. Family Residences									
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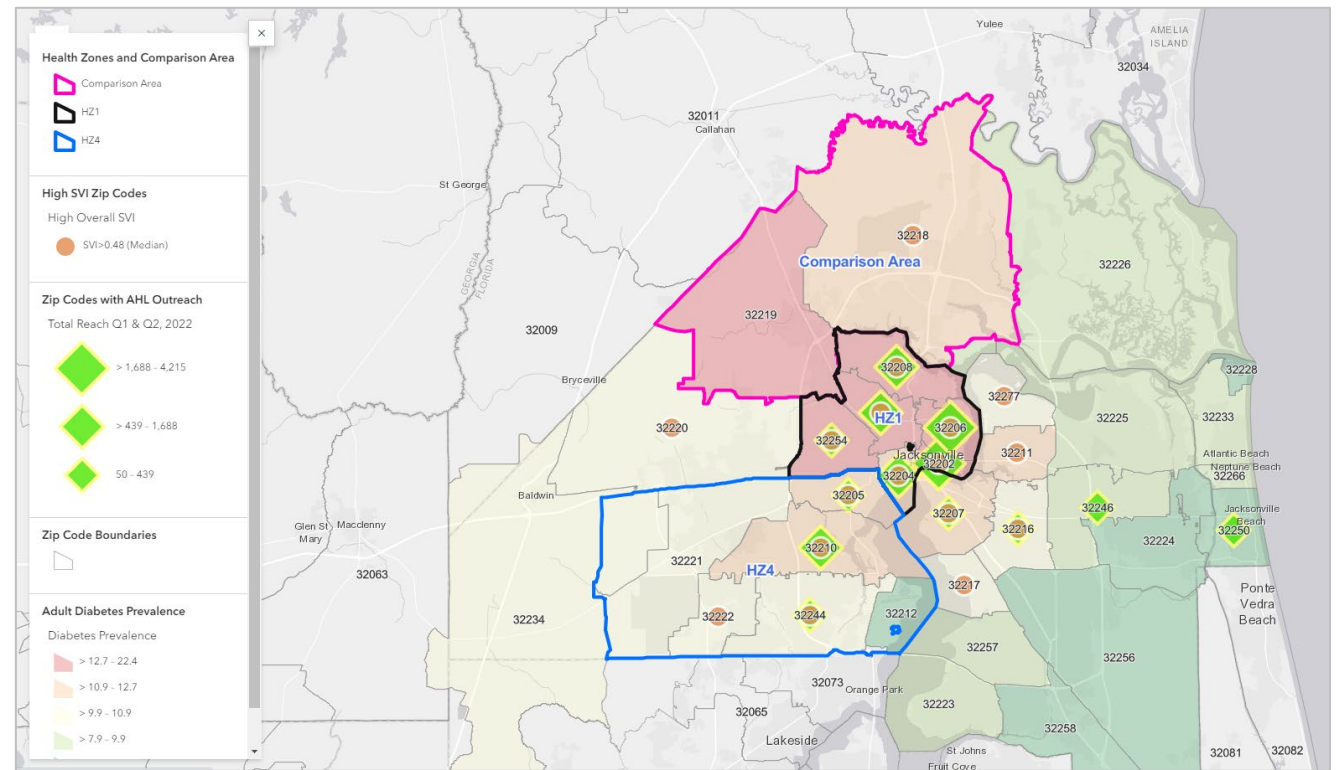
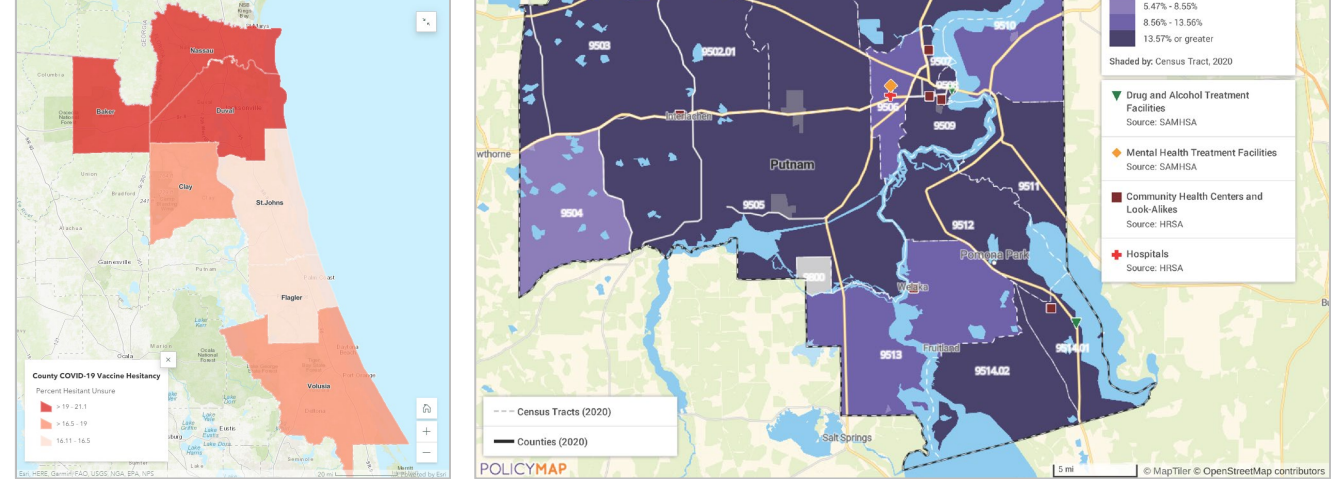
DATA COLLECTION

Mapping Technologies/GIS

- Visually represent health data, enabling informed and data-driven decision-making processes
- Valuable insights into spatial patterns, distribution, trends

Clients

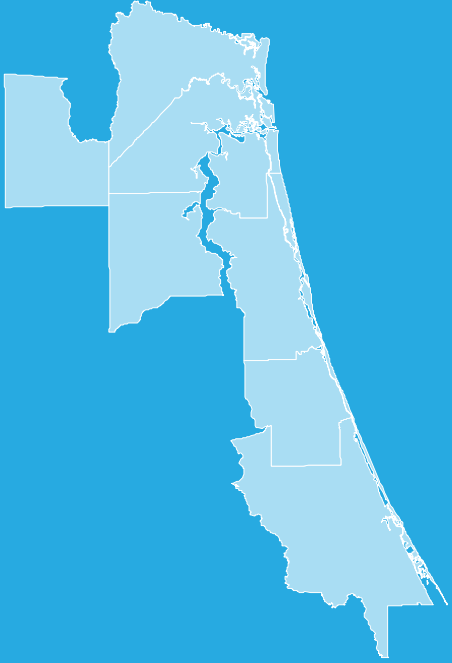
- City of Jacksonville
- Florida Association of Health Planning Agencies
- Waste Not Want Not (Clay Food Insecurity Task Force)



CURRENT PROGRAMS

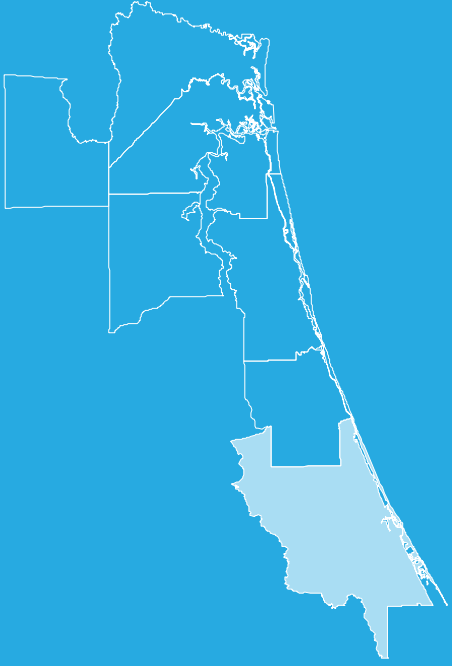


FISCAL YEAR 2025–2026



LOCAL HEALTH COUNCIL CONTRACT

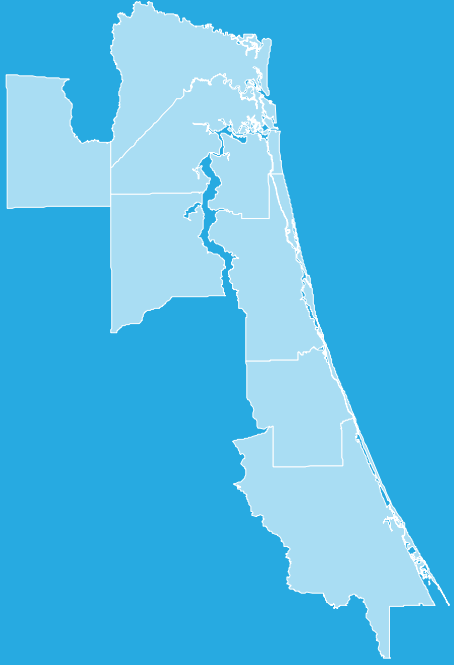
- Contract with FDOH to maintain entity per FS
- **Impact**
 - Enables public health services
 - Ensures regulatory CON process with AHCA
 - Statewide collaboration
 - Statewide Rural Health Consortium (monthly strategic planning with FDOH)



RYAN WHITE HIV/AIDS & HUD HOPWA FISCAL ADMINISTRATION

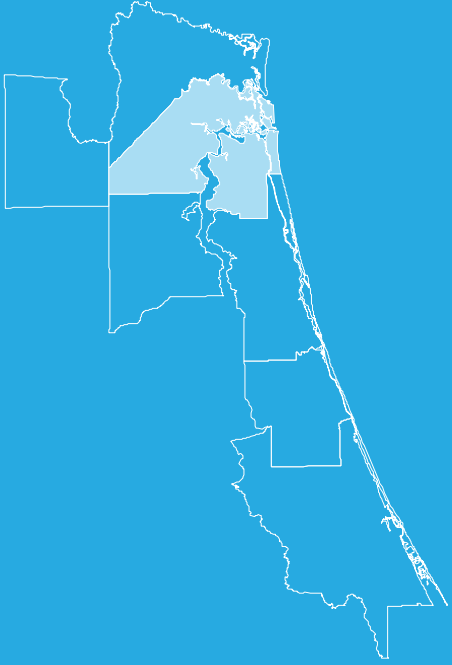
VOLUSIA COUNTY

- Ryan White and HOPWA (Housing Opportunities for Persons with AIDS)
- Payment processing for DOH-Volusia County, reimbursement of vendors who provide core medical and support services since 2016
- **Impact**
 - Service delivery to low-income persons living with AIDS/HIV
 - Compliance with federal funding regulations



CONSUMER ASSISTANCE COORDINATION HUB (CACH)

- Contracted by Center on Budget and Policy Priorities (CBPP) in Washington, D.C.
- Provide expertise to inform development of resources for assister groups, and monitor and alert CACH to barriers in the health insurance application process
- **Impact**
 - Up to date on federal changes
 - Communicates local/regional/state barriers to the national level

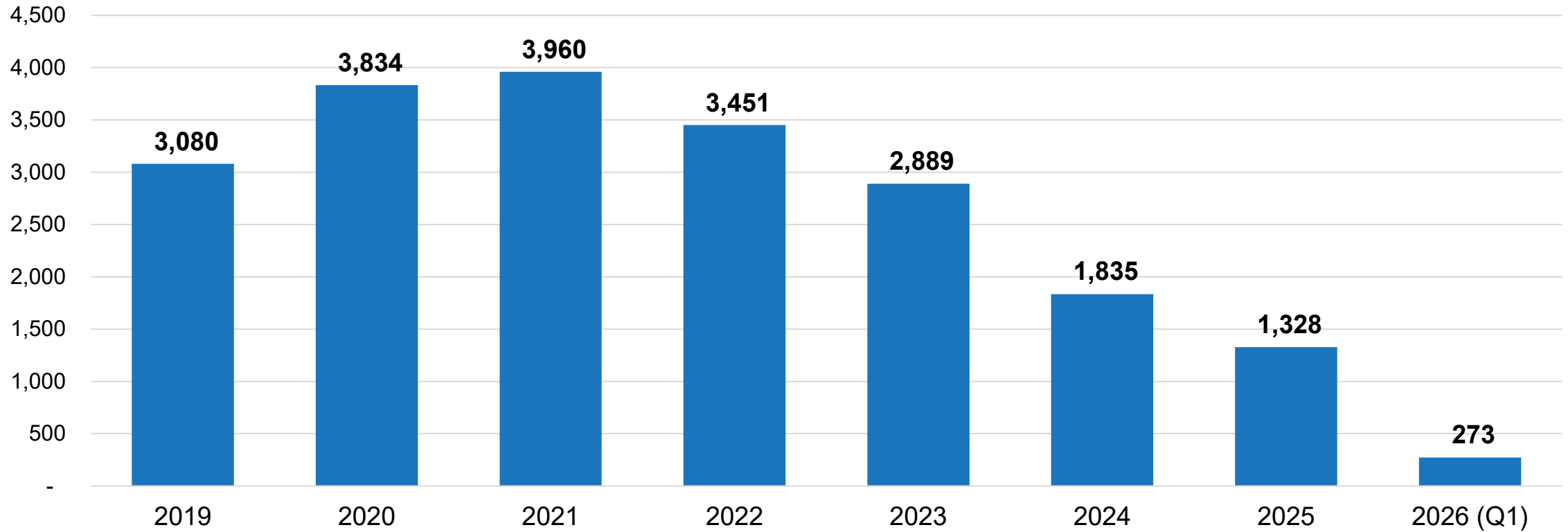


OD2A: LOCAL

DUVAL COUNTY

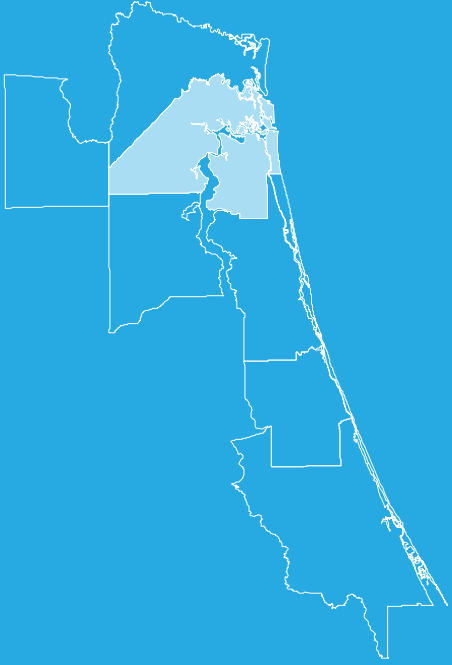
- Overdose Data to Action: Limiting Overdose through Collaborative Actions in Localities
- Partnered with DOH-Duval on previous OD2A program 2019–2023
- Started 5-year grant in 2024 to support DOH-Duval in using data-driven interventions that reduce overdose morbidity and mortality in communities, with a primary focus on opioids and/or stimulants
- Program lead for subcontractors
 - **Gateway Community Services:** Mobile Peer Support, hospital bridge program, connecting clients to treatment
 - **Yoga 4 Change:** Physical/mental health resources and yoga classes for carceral-involved individuals

IMPACT: SUSPECTED OPIOID-RELATED OVERDOSE PATIENTS BY YEAR



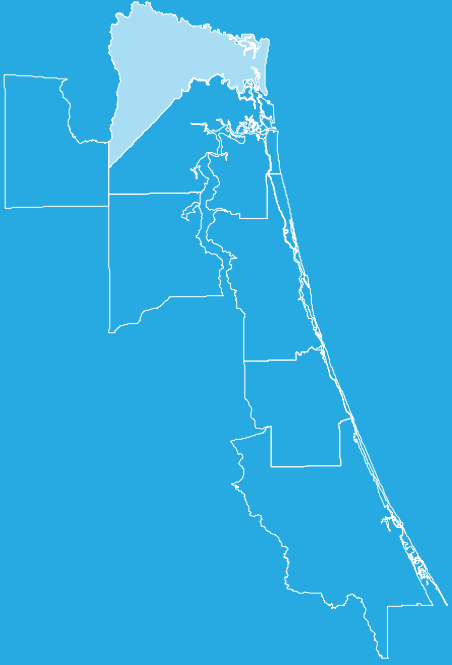
	2019–2020	2020–2021	2021–2022	2022–2023	2023–2024	2024–2025	2025–2026 (Q1)
% Change	+24%	+3%	-13%	-16%	-36%	-28%	-19%

Data from Jacksonville Fire & Rescue Department, City of Jacksonville, March 2026.



PUBLIC HEALTH INFRASTRUCTURE GRANT (PHIG) DUVAL COUNTY

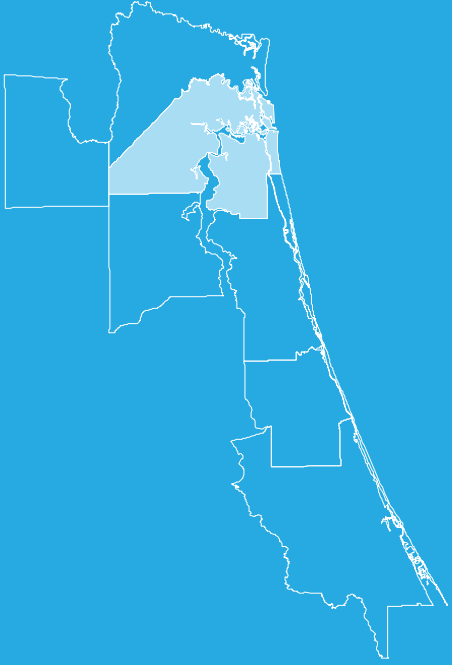
- CDC Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems Grant
- Address public health priorities, including maternal mortality, food insecurity, and DOH workforce support
- Assists DOH-Duval with oversight of program development and implementation with multiple subcontractors
 - **Sulzbacher:** Access to care, application support
 - **Yoga 4 Change:** Physical/mental health curriculum for DOH staff
 - **Inspire to Rise:** Maternal and child health
 - **Gateway:** Substance abuse prevention
- **Impact:** Access to health care for under-resourced individuals; public health workforce support



CERTIFIED COMMUNITY BEHAVIORAL HEALTH CLINIC (CCBHC)

NASSAU COUNTY

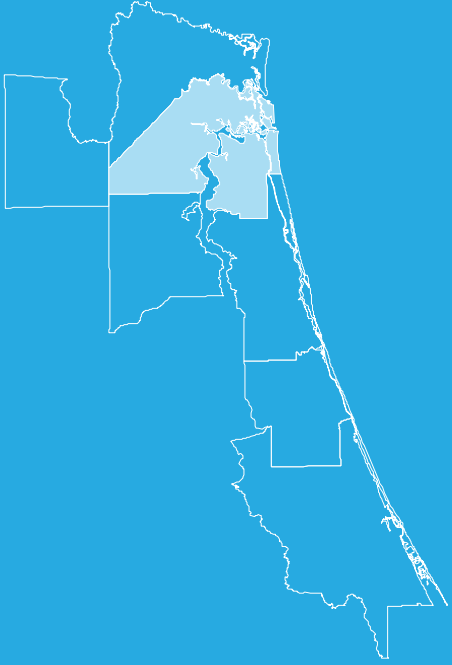
- Certified Community Behavioral Health Clinic – Planning, Development, and Implementation Grant with Starting Point Behavioral Healthcare
- **Impact:**
 - Assist Starting Point Behavioral Healthcare and provide program support as they implement a CNA Action Plan
 - Train Starting Point Behavioral Healthcare staff members in the Principles of Community Engagement



S.O.L.E. PROGRAM

DUVAL COUNTY

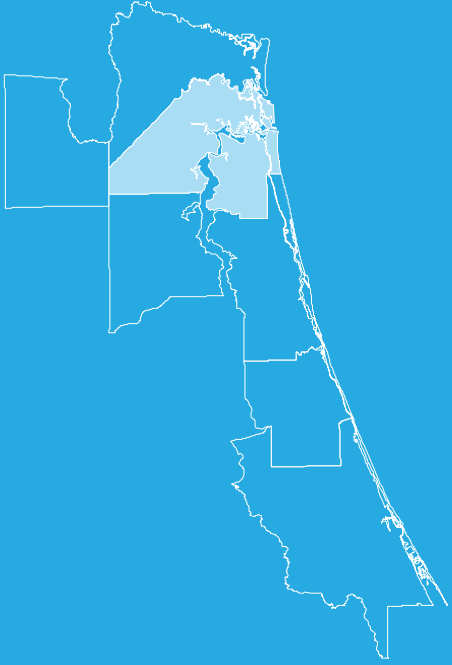
- Stories of Lived Experience
- Funded through the City of Jacksonville's Opioid Settlement Proceeds Grant
- **Impact**
 - Reduce stigma related to Opioid Use Disorders (OUD)/Substance Use Disorders (SUD)



S.O.L.E. PROGRAM

DUVAL COUNTY

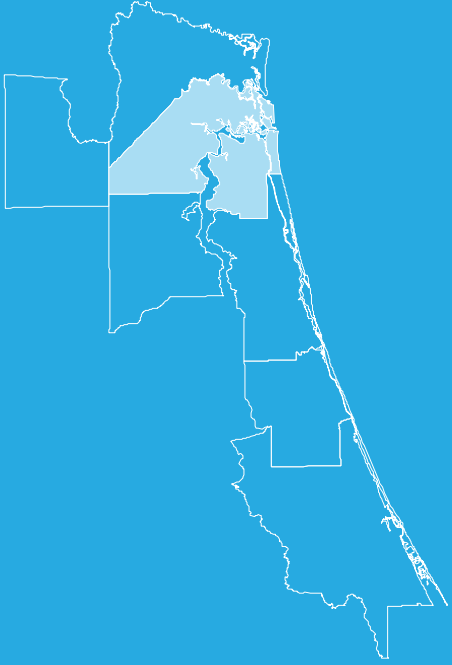
- **GOAL:** Reduce stigma related to Opioid Use Disorders (OUD)/Substance Use Disorders (SUD) by increasing public empathy, awareness, and connection to recovery resources through multimedia storytelling and community engagement.
- The program is designed to amplify authentic voices and reduce stigma related to substance use disorder, mental health, and recovery.
- This one-year program serves as Module One of a planned multi-phase initiative, gathering qualitative and quantitative data to measure stigma reduction and inform future mobile outreach expansion.



S.O.L.E. PROGRAM

DUVAL COUNTY

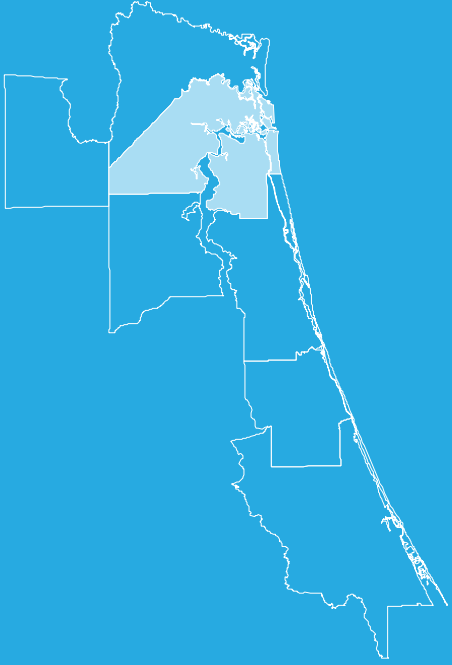
- The S.O.L.E. Program reduces stigma surrounding OUD/SUD by sharing recovery stories through video and visual storytelling, helping the public better understand addiction as a treatable medical condition rather than a moral failing.
- By normalizing conversations around evidence-based treatment and recovery, S.O.L.E. promotes empathy and increases support for individuals seeking help.
- This program allows HPCNEF to directly impact the Duval County community and drive change to reduce stigma surrounding OUD/SUD and mental health.



S.O.L.E. PROGRAM

DUVAL COUNTY

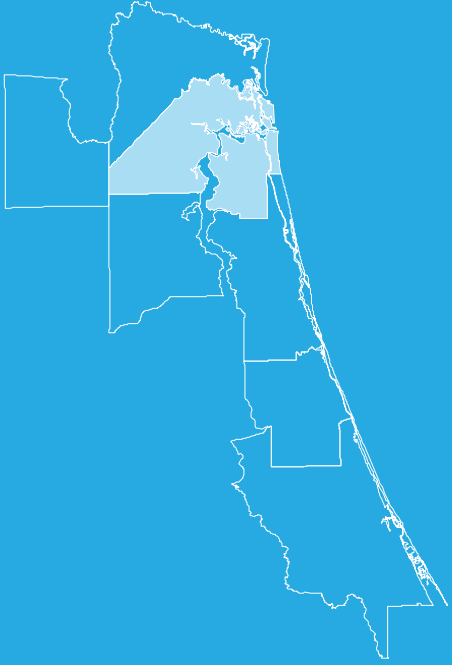
- Five (5) short-format videos used in outreach (community events alongside exhibit displays) and online campaigns
- **Educate:**
 - Showcase lived experiences of Opioid Use Disorder (OUD) and Substance Use Disorder (SUD) and recovery narratives to foster empathy and reduce stigma
 - Encourage prevention of OUD/SUD
- **Inspire:**
 - Motivate those dealing with OUD/SUD and their families to seek help
 - Motivate viewers to change their thinking regarding those dealing with OUD/SUD



S.O.L.E. PROGRAM

DUVAL COUNTY

- **Key Message:**
 - Stigma creates barriers for those living with OUD/SUD
 - Choosing kindness over judgment can change someone's path and even save a life
 - Many people with OUD/SUD suffer in silence because they're afraid of being judged, not because they don't want help
 - There's no single face of OUD/SUD; every person has a unique story and their own journey toward recovery

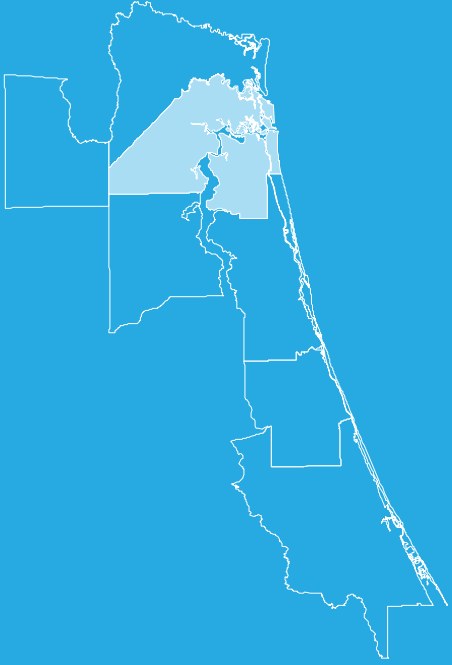


S.O.L.E. PROGRAM

DUVAL COUNTY

- ***Why do the videos focus on the shoes of individuals rather than their faces?***
 - Symbolism
 - Invite viewers to walk with the storyteller on their journey from addiction to recovery while leaving space for the audience to imagine themselves or someone they know
 - Not showing faces = reduced bias without preconceived assumptions based on appearances
 - Emotional connection without involving direct disclosure from or invasion of the privacy of an identifiable person





S.O.L.E. PROGRAM

DUVAL COUNTY

- ***Why do the videos focus on different people?***
 - Each video represents a different life experience related to OUD/SUD and the pathway to recovery
 - Demonstrates that OUD/SUD affects individuals across a range of ages, backgrounds, and life circumstances
 - Highlights that there is no single face of OUD/SUD
 - Every person has a unique story and their own journey toward recovery
 - Each persona featured in the S.O.L.E. videos reflects the rural and suburban demographics and socioeconomic circumstances of Duval County



COUNTY HEALTH PROFILES 2025

Scan to view County
Health Profiles



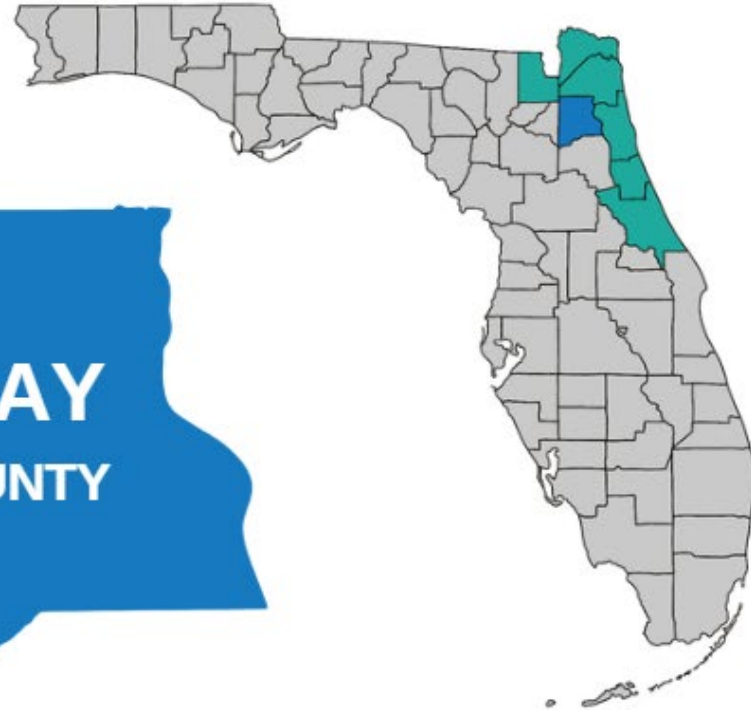
COUNTY HEALTH PROFILE - 2025

Serving the counties of Baker, Clay, Duval, Flagler, Nassau, St. Johns, and Volusia.





OUR VISION:


Northeast Florida will become the healthiest region in the state through evidence-based assessment, data, and planning.



Health Planning
Council OF NORTHEAST
FLORIDA

 hpcnef.org

 4201 Baymeadows Road, Suite
Jacksonville, Florida 32217

 (904) 448-4300

Scan to view County
Health Profiles



COUNTY DEMOGRAPHICS

Population

Clay County



223,436
1% of Florida
Population

Florida



21,928,881

Data Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates, DP05

Age Groups

Clay County

	Estimate	Percent
Under 18	51,316	23.0%
18 - 64	134,579	60.2%
65+	37,541	16.8%



Florida

	Estimate	Percent
Under 18	4,305,366	19.6%
18 - 64	12,992,782	59.3%
65+	4,630,733	21.1%



Data Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates, S0101

Gender

Clay County



50.6%

113,054 Females



49.4%

110,382 Males

Florida



50.9%

11,155,261 Females



49.1%

10,773,620 Males

Data Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates, DP05

Race / Ethnicity

	Clay County		Florida	
	Estimate	Percent	Estimate	Percent
One Race	201,353	90.1%	18,431,089	84.0%
White	160,668	71.9%	13,136,701	59.9%
Black or African American	25,437	11.4%	3,363,769	15.3%
American Indian & Alaskan Native	268	0.1%	66,779	0.3%
Asian	6,598	3.0%	628,137	2.9%
Native Hawaiian & Other Pacific Islander	148	0.1%	13,136	0.1%
Some other race	8,234	3.7%	1,222,567	5.6%
Two or more races	22,083	9.9%	3,497,792	16.0%
Hispanic or Latino (of any race)	24,684	11.0%	5,865,737	26.7%











Data Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates, DP05

Scan to view County Health Profiles













LEADING CAUSES OF DEATH

Clay County

	Number of Deaths	Percent of Deaths
 CANCER	479	21.75%
 HEART DISEASE	395	17.94%
 CHRONIC LOWER RESPIRATORY DISEASE	148	6.72%
 STROKE	144	6.54%
 UNINTENTIONAL INJURY	139	6.31%
 DIABETES	76	3.45%
 SUICIDE	41	1.86%
 CHRONIC LIVER DISEASE AND CIRRHOSIS	38	1.73%
 COVID-19	37	1.68%
 NEPHRITIS, NEPHROTIC SYNDROME, & NEPHROSIS	33	1.50%

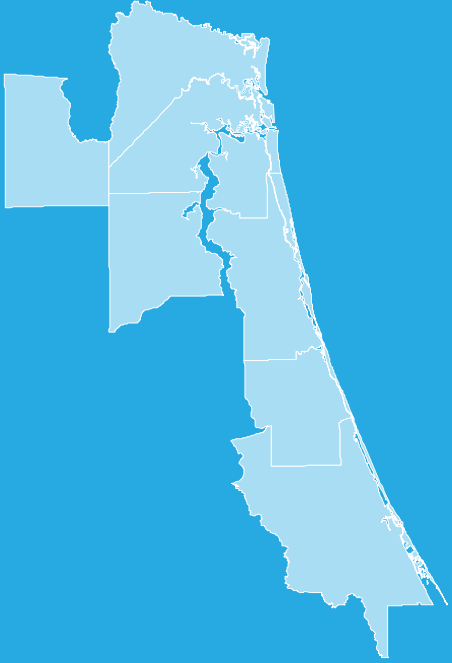
Florida

	Number of Deaths	Percent of Deaths
 HEART DISEASE	48,961	21.38%
 CANCER	47,088	20.56%
 STROKE	16,485	7.20%
 UNINTENTIONAL INJURY	16,435	7.18%
 CHRONIC LOWER RESPIRATORY DISEASE	11,214	4.90%
 DIABETES	7,288	3.18%
 ALZHEIMER'S DISEASE	5,974	2.61%
 COVID-19	3,645	1.59%
 SUICIDE	3,558	1.55%
 CHRONIC LIVER DISEASE AND CIRRHOSIS	3,529	1.54%

Data Source: Florida Health CHARTS, Leading Causes of Death Profile, 2023

Scan to view County Health Profiles





NORTHEAST FLORIDA COUNTY CANCER HEALTH PROFILES

- Funded through the 2025–2026 Sylvester, Moffitt, UFHCC, and Mayo Clinic Community Implementation Grant for the Cancer Control Collaboratives
- Builds off of County Health Profiles, with expansion on cancer data and risk factors
- **Impact**
 - Visually appealing and equity-driven resource that equips local organizations with key data to demonstrate the need for grant funding for cancer control initiatives in Northeast Florida

FEEDBACK POLL

1. What county do you represent?
2. Which industry do you primarily work in?
3. Which of the following best describes your awareness of HPCNEF?

If you have worked with HPCNEF before, please rate:

5. Quality of services
6. Effectiveness of services
7. Do you have any additional thoughts, questions, or feedback you'd like to share with us?

Scan to take
Feedback Poll



We appreciate your feedback!

THANK YOU!

For questions, please contact:
Charles Roy, Director of Grants & Contracts
Charles_Roy@hpcnef.org

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